Albemarle County's Pillars of High Performance

OUR MISSION IS TO ENHANCE THE WELL-BEING AND QUALITY OF LIFE FOR ALL COMMUNITY MEMBERS THROUGH THE PROVISION OF THE HIGHEST LEVEL OF PUBLIC SERVICE CONSISTENT WITH THE PRUDENT USE OF PUBLIC FUNDS.

OUR LEADERSHIP PHILOSOPHY

We believe that...

➡ people have a desire to engage in meaningful work and want to be valued contributors.

➡ people can and should be trusted.

➡ knowledge should be widely shared to ensure inclusion and learning, and to enable effective problem solving and decision-making.

➡ engaging everyone's creativity, knowledge, and experience will help us take advantage of opportunities and overcome challenges.

➡ those who are closest to the work know best how to direct and improve it and recognize that ideas can come from any person or place.

➡ public service is a worthy calling. It is larger than any single individual and requires a network of committed and talented individuals working together to achieve excellence.

OUR PUBLIC SERVICE COVENANT

We will provide every customer with an experience that is professional, empathetic, and responsive.

OUR CORE VALUES

COMMUNITY
We expect diversity, equity and inclusion to be integrated into how we live our mission.

INTEGRITY
We value our customers and co-workers by always providing honest and fair treatment.

INNOVATION
We embrace creativity and positive change.

STEWARDSHIP
We honor our role as stewards of the public trust by managing our natural, human and financial resources respectfully and responsibly.

LEARNING
We encourage and support lifelong learning and personal and professional growth.

OUR ORGANIZATIONAL VISION

We are ONE Organization, Committed to Excellence. We are all stakeholders who share leadership, ownership, and responsibility for the County's vision, mission, core values, and strategic goals. This requires leadership at all levels.

BUSINESS OPERATING PRINCIPLES

Use common practices across the organization.

Organizational needs take precedent over department and individual preference.

Design with the customer need in mind.

Maximize integration and alignment.

Consider life cycle resource needs for new business systems.

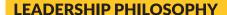Designate clear ownership and accountability.

Provide training, tools, communication, and support.

Collect and evaluate performance measures.

Our policies, practices, and procedures should be aligned with our Pillars of High Performance.

This list of guiding questions (not all of which may apply in every situation) is meant to help with that alignment process.

The framework should be used to evaluate and improve policies, practices, and procedures.

LEADERSHIP PHILOSOPHY

We believe that people can and should be trusted.
To what extent does the policy reflect our belief that people can and should be trusted?

We believe that engaging everyone's creativity, knowledge, and experience will help us take advantage of opportunities and overcome challenges. We believe that those who are closest to the work know best how to direct and improve it and recognize that ideas can come from any person or place.
Has there been appropriate involvement from all levels of the department/organization in defining the issues and getting feedback on the policy? For example, if the policy significantly impacts on-call employees, those employees should be specifically engaged in the work.

BUSINESS OPERATING PRINCIPLES

Strive for common processes and practices across the organization that minimize exceptions and maximize the use of our resources.
How does the policy create/strengthen organizational common processes and practices?

Organizational business systems and process optimization takes precedence over individual and/department preferences.
How does the policy put organizational interests above department interests over individual preferences?

Business systems and processes meet customer needs, and are transparent, readily understandable, and customer friendly.
When there are competing interests, we consider the interests of public stewardship a priority. Who are your internal/external customers, and how does this policy meet their wants and needs? Which people/positions and places/depts may be affected by this system or process? What effects, impacts and/or outcomes will this action have on those people/places? Have you checked that other employees/depts impacted have the resources to support this policy/practice/procedure? Is there a likelihood of adverse impacts with respect to equity? What changes can be made to make the policy more equitable and inclusive?

Maximize integration and alignment across systems and processes
Have you done an early check-in with the following depts for info-gathering/sharing if needed/appropriate to ensure integration and alignment? Human Resources (HR), Office of Equity and Inclusion (OEI), Information Technology (IT), Facilities and Environmental Services (FES), Community and Public Engagement Office (CAPE), Finance/OMB, County Attorney's Office, Project Management Office

Create a business case for the initiation of business systems, including life cycle costs and needed resources to ensure the successful implementation and maintenance of a business system.
What is the desired outcome and intent of the policy? What are the organizational resource impacts of implementing and maintaining this policy? Is there enough return on investment (ROI)? What benchmarking has been done with peer communities?

Designate ownership of systems and processes. Systems and processes that have shared ownership have mutual accountability for collaborating to ensure effective results.
Who owns/enforces this policy once it is in place? How will it be implemented and how will you ensure accountability?

Ensure that employees can embrace the system or process through effective communication and engagement, training, tools, and support.
What is the proposed communication plan? What is the proposed change management work? What is the proposed training plan for current and future individuals impacted by the policy? Does the training team have the resources to do this?

Establish performance measures to evaluate the results of intended outcomes of key business systems to drive process improvements and resource decisions.
How will you quantitatively and qualitatively define success? Who will review the results and how often?